Federal Employee Viewpoint Survey 2010

RESULTS FROM THE 2010 FEDERAL EMPLOYEE VIEWPOINT SURVEY

DEPARTMENT OF VETERANS AFFAIRS

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

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ABOUT THIS REPORT

Assessing your agency's strengths and challenges

Becoming America's model employer depends on attracting, developing, and retaining talented employees and ensuring they have a direct line of sight between the work they do and one or more of your agency's missions.

The Federal Employee Viewpoint Survey (FedView), formerly the Federal Human Capital Survey (FHCS), focuses on employee perceptions regarding critical areas of their work life, areas which drive employee satisfaction, commitment, and ultimately retention in the workforce. This is the fifth time the U.S. Office of Personnel Management (OPM) has administered the survey, which was first conducted in 2002, then again in 2004, 2006, 2008, and 2010.

The findings from the 2010 survey offer an indication of Federal employees' perceptions of workforce management in their agencies. By looking at trends across the different survey administrations, agency leaders also will determine how far they have come and what remains to be done.

To guide Governmentwide efforts to support agency mission results with strong human capital strategies, OPM created the Human Capital Assessment and Accountability Framework (HCAAF). As required by the Chief Human Capital Officers Act of 2002, agencies are evaluated on their progress in meeting the HCAAF standards. The FedView Survey provides one source of information for evaluating success in three essential systems included in the HCAAF:

- Leadership and Knowledge Management,
- Results-Oriented Performance Culture, and
- Talent Management.

OPM developed metrics for each of these systems, including four indices based on items in the FedView. For more information on these metrics, refer to OPM's website at:

www.opm.gov/hcaaf_resource_center/assets/hcaaf_ssm.pdf

Starting in 2007, agencies were required to administer all of the items in the HCAAF indices as part of the Federal Government's Annual Employee Survey (AES). (Appendix A provides a listing of the survey items with the AES items designated by a double dagger ‡). OPM included all AES items on the 2010 FedView to help agencies meet that requirement.

Beginning in 2011, OPM will administer the FedView annually, thus meeting agencies' yearly AES commitment. As in 2008 and 2010, agencies are still required to post the OPM-provided results to their agency website, along with the agency's evaluation of their results. In addition, agencies will assess their performance on other HCAAF metrics, as required by the Chief Human Capital Officers Act of 2002.

Throughout this report, comparisons are made between your agency's results and the Governmentwide results, your agency's 2008 results, and private sector results (where available) to provide essential feedback on agency trends and set the direction for further improvements.

REPORT OVERVIEW

Multiple perspectives of your agency's results

This report is designed to give a broad but interconnected picture of your results, and includes:

- A Snapshot: Comparison of your agency's survey respondents to your agency's population;
- Top 10 and Bottom 10: Results for the top 10 and bottom 10 survey items for your agency;
- Increases and Decreases: Results for survey items that increased or decreased by 5 or more percentage points since 2008;
- Above and Below: Results for items where your agency leads and items where your agency trails the Federal Government average by 5 or more percentage points;
- Indices: Results for the four HCAAF Indices; as well as a new index, Conditions for Employee Engagement;
- PAAT: Results for items used in the Performance Appraisal Assessment Tool (PAAT);
- Private Sector: Comparisons with private sector results;
- A Decision Aid: A summary table illustrating items identified as your agency's strengths or challenges in comparison to the various perspectives;
- Work/Life Programs: Results for the items pertaining to work/life programs with comparisons to the Federal Government;
- Action Planning: A section describing how to use the survey results and develop action plans; and,
- Appendices: A set of appendices that show survey item results benchmarked against agency high, median, and low results; a trend analysis of 2006, 2008, and 2010 results; and a description of the survey methodology.

Working with this information and other HCAAF measures, your agency can make a thorough assessment of its own progress in its strategic goals and develop a plan of action for further improvement. For additional agency results and ideas for moving from results to action, refer to the OPM website (**www.FedView.opm.gov**) or contact your OPM Human Capital Officer.

THE 2010 FEDERAL EMPLOYEE VIEWPOINT SURVEY

More than 260,000 Federal employees participated in this survey

When were Federal employees surveyed?

OPM conducted the FedView survey in February/March of 2010. The survey was administered electronically. Paper versions were provided to employees without Internet access.

Which Federal employees participated in the survey?

The survey sample included employees from 29 major Federal agencies, as well as 53 small and large independent agencies. The sample was designed to be representative of the full-time, permanent Federal workforce. The Governmentwide response rate was 52 percent.

What did the survey measure?

The 89-item survey included 11 demographic questions and 78 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. Survey questions addressed three HCAAF systems—Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management. This year a new section on work/life programs was added. The survey was grouped into eight topic areas: Personal Work Experiences, Work Unit, Agency, Supervisor/Team Leader, Leadership, Satisfaction, Work/Life, and Demographics.

There are 58 items (excluding demographics) in common between the 2008 and 2010 surveys and 57 items in common between the 2006 and 2010 surveys.

What do the survey results represent?

The survey results represent a snapshot in time of the perceptions of the Federal workforce. Statisticians weighted returned survey data to adjust for differences between the characteristics of the survey respondents and the population of Federal employees surveyed. The Governmentwide results have a plus or minus 1 percent margin of error.

RESULTS AT A GLANCE

Achieving your agency's mission and producing superior results.

This page provides highlights of your agency's 2010 FedView Survey results and provides rules of thumb for interpreting your results. Positive ratings are the sum of the two positive categories (e.g., Strongly Agree/Agree or Very Satisfied/Satisfied).

RULES OF THUMB FOR COMPARISONS

Many comparisons are made throughout this report. Although significance tests could be run on each comparison, it is impractical to do so, and for large agencies or the Federal Government, even very small differences will be significant. Therefore, when reviewing and interpreting results, it is often useful to apply rules of thumb to determine the "notable" or "meaningful" results. These rules of thumb apply to looking at your own results, as well as when making comparisons.

- Items that are 65 percent or more positive are strengths
- Items that are 35 percent or more negative are weaknesses
- Items that are 30 percent or more neutral may indicate opportunities for more communication
- A difference of 5 percentage points or more is notable

Reminder: The 2010 FedView Survey included 78 items plus 11 demographic items; 58 were common between the 2008 and 2010 surveys and 57 were in common between the 2006 and 2010 surveys.

YOUR AGENCY RESPONSE

Field Period
March 1st – March 19th

Response Rate
38% (2,537 out of 6,628 employees responded)

Subagency Response Rates

49% Veterans Benefits Administration
41% Inspector General
41% National Cemetery Administration
40% Department of Veterans Affairs
33% Veterans Health Administration
30% Deputy Assistant Secretary for Information and Technology

Agency results have a margin of error of +/- 5%

YOUR AGENCY FINDINGS

25 items had positive ratings of 65 percent or more (strengths)
8 items had negative ratings of 35 percent or more (weaknesses)
7 item had a neutral rating of 30 percent or more

3 items increased by 5 percentage points or more since 2008
11 items decreased by 5 percentage points or more since 2008
2 items were 5 percentage points or more above the Governmentwide average
26 items were 5 percentage points or more below the Governmentwide average

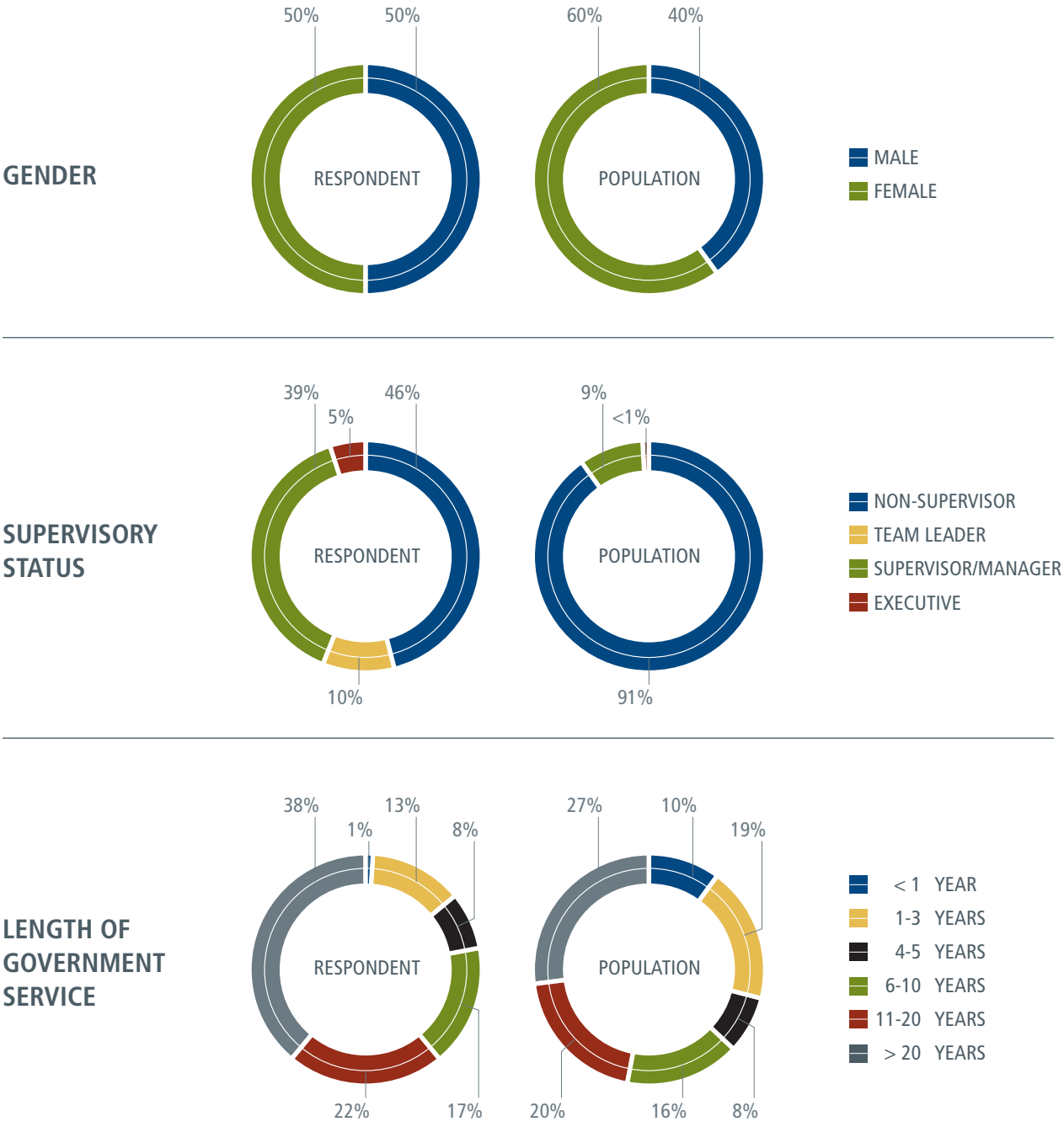
24th on Leadership & Knowledge Management*
30th on Results-Oriented Performance Culture*
22nd on Talent Management*
20th on Job Satisfaction*

* Your agency HCAAF Indices rankings out of 37 agencies.

SNAPSHOT

Your agency's survey respondents and your agency's population characteristics

FIGURE 1 Agency Survey Respondent and Agency Population Characteristics



Note: Agency population numbers are based on data in OPM's Central Personnel Data File.
All percentages in this figure are based on the unweighted count of responses.

TOP 10 ITEMS

The table below displays your agency's 10 highest percent positive responses. The table also includes the 2010 Governmentwide percent positive for comparison.

TABLE 1A Positive Response Items for Your Agency

	VA 2010	GOVERNMENTWIDE
13. The work I do is important.	96%	92%
7. When needed I am willing to put in the extra effort to get a job done.	96%	97%
8. I am constantly looking for ways to do my job better.	94%	92%
5. I like the kind of work I do.	90%	86%
12. I know how my work relates to the agency's goals and priorities.	87%	84%
16. I am held accountable for achieving results.	84%	84%
6. I know what is expected of me on the job.	83%	81%
4. My work gives me a feeling of personal accomplishment.	79%	75%
28. How would you rate the overall quality of work done by your work unit?	78%	82%
26. Employees in my work unit share job knowledge with each other.	75%	73%

BOTTOM 10 ITEMS

The table below displays your agency's 10 lowest percent positive responses. The table also includes the 2010 Governmentwide percent positive for comparison.

TABLE 1B Bottom 10 Positive Response Items for Your Agency

	VA 2010	GOVERNMENTWIDE
77. How satisfied are you with the following Work/Life programs in your agency… Child Care Programs (for example, daycare, parenting classes, parenting support groups)?	22%	23%
33. Pay raises depend on how well employees perform their jobs.	22%	26%
78. How satisfied are you with the following Work/Life programs in your agency… Elder Care Programs (for example, support groups, speakers)?	22%	20%
73. How satisfied are you with the following Work/Life programs in your agency… Telework?	25%	35%
22. Promotions in my work unit are based on merit.	28%	35%
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29%	31%
74. How satisfied are you with the following Work/Life programs in your agency… Alternative Work Schedules AWS?	31%	60%
24. In my work unit, differences in performance are recognized in a meaningful way.	34%	36%
32. Creativity and innovation are rewarded.	36%	41%
67. How satisfied are you with your opportunity to get a better job in your organization?	39%	42%

INCREASES AND DECREASES

Agency items that increased and decreased the most from 2008

This table shows the survey items that had the greatest changes in percent positive rating for your agency since the 2008 survey administration. This table displays up to 10 items with positive ratings that increased or decreased at least 5 percentage points from 2008 to 2010. If your agency had more than 10 items that changed by 5 percentage points or more, only the 10 items with the greatest changes are shown. It is possible your agency had fewer than 10 items that changed 5 percentage points or more since 2008.

TABLE 2 Increases and Decreases in Positive Responses

	Percent Positive		
	2008	2010	Difference
Increased the Most			
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	55	61	+6
54. My organization's leaders maintain high standards of honesty and integrity.	44	50	+6
15. My performance appraisal is a fair reflection of my performance.	64	70	+6
Decreased the Most			
20. The people I work with cooperate to get the job done.	81	70	-11
21. My work unit is able to recruit people with the right skills.	54	45	-9
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	65	56	-9
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	65	57	-8
11. My talents are used well in the workplace.	66	58	-8
22. Promotions in my work unit are based on merit.	36	28	-8
10. My workload is reasonable.	61	54	-7
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	53	47	-6
28. How would you rate the overall quality of work done by your work unit?	84	78	-6
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	56	50	-6

ABOVE AND BELOW

Agency items above and below the 2010 Governmentwide average

This table displays up to 10 items with positive ratings that are at least 5 percentage points above or below the Governmentwide average. Your agency may have greater or fewer than 10 items that differ from the Governmentwide average by 5 percentage points or more, but only up to 10 items with the greatest differences are displayed.

TABLE 3 Items Above and Below the 2010 Governmentwide Average on Percent Positive

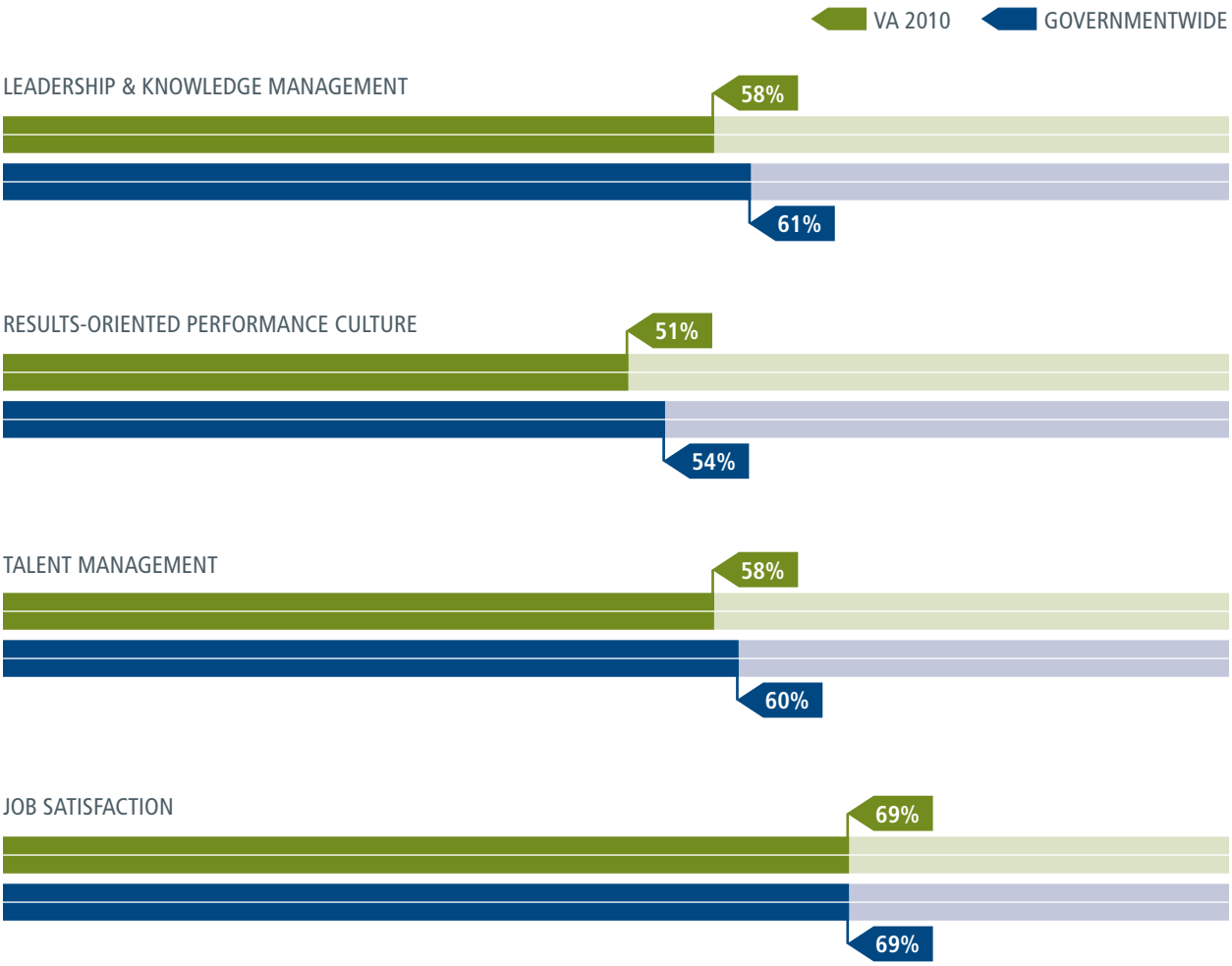
	Percent Positive		
	VA	G'wide	Difference
Leading the Government			
41. I believe the results of this survey will be used to make my agency a better place to work.	50	45	+5
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	74	68	+6
Trailing the Government			
22. Promotions in my work unit are based on merit.	28	35	-7
47. Supervisors/team leaders in my work unit support employee development.	59	66	-7
31. Employees are recognized for providing high quality products and services.	43	51	-8
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	58	66	-8
76. How satisfied are you with the following Work/Life programs in your agency… Employee Assistance Program (EAP)?	40	48	-8
42. My supervisor supports my need to balance work and other life issues.	68	76	-8
70. Considering everything, how satisfied are you with your pay?	57	66	-9
75. How satisfied are you with the following Work/Life programs in your agency… Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)?	42	51	-9
73. How satisfied are you with the following Work/Life programs in your agency… Telework?	25	35	-10
74. How satisfied are you with the following Work/Life programs in your agency… Alternative Work Schedules AWS?	31	60	-29

INDICES

Human Capital Assessment and Accountability Framework (HCAAF)

The HCAAF indices provide consistent metrics for measuring progress toward HCAAF objectives. This graph shows your agency results compared with Governmentwide results for the four HCAAF Indices. The four indices are: Leadership and Knowledge Management Index, Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index. There are a total of 39 items that make up the indices. See Appendix A for the results of the individual items that make up the HCAAF Indices.

FIGURE 2 HCAAF Indices – Positive Responses



The **LEADERSHIP & KNOWLEDGE MANAGEMENT INDEX** indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of the following twelve items: 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, and 66.

The **RESULTS-ORIENTED PERFORMANCE CULTURE INDEX** indicates the extent employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. It is made up of the following thirteen items: 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, and 65.

The **TALENT MANAGEMENT INDEX** indicates the extent employees think the organization has the talent necessary to achieve organizational goals. It is made up of the following seven items: 1, 11, 18, 21, 29, 47, and 68.

The **JOB SATISFACTION INDEX** indicates the extent employees are satisfied with their jobs and various aspects thereof. It is made up of the following seven items: 4, 5, 13, 63, 67, 69, and 70.

Employee Engagement

The FedView survey was developed to measure organizational climate within Government agencies, including job and organizational satisfaction. During the past several years, there has been movement towards measuring employee engagement rather than job satisfaction. When this distinction is made, surveys of employee engagement emphasize the measurement of the passion, commitment and involvement of employees. An engaged employee is seen as one who is immersed in the content of the job and energized to spend extra effort in job performance.

The current FedView survey does not contain direct measurements of employee feelings of engagement such as passion, commitment and involvement. However, it does include questions that cover most, if not all, of the conditions likely to lead to employee engagement. Therefore, OPM developed an index that tapped the conditions that lead to engaged employees. In order to differentiate this index from a job satisfaction index, survey items that asked respondents "how satisfied' were excluded but items measuring the common drivers of employee engagement such as leadership, opportunity to use skills, etc. were included.

Since two of the eight items were not included in previous surveys, it is not possible to show any trend in this index.

FIGURE 3 Conditions for Employee Engagement Indices – Positive Responses

The index is computed as the average percent favorable response to the following eight items.

3. I feel encouraged to come up with new and better ways of doing things
4. My work gives me a feeling of personal accomplishment
6. I know what is expected of me on the job
11. My talents are used well in the workplace
47. Supervisors/team leaders in my work unit support employee development
48. My supervisor/team leader listens to what I have to say
53. In my organization, leaders generate high levels of motivation and commitment in the workforce
56. Managers communicate the goals and priorities of the organization

PAAT ITEMS

Performance Appraisal Assessment Tool (PAAT) items

The Performance Appraisal Assessment Tool (PAAT) can help agencies assess their appraisal programs. Agencies can apply this tool to identify the strengths and weaknesses of their programs and develop plans and strategies for making necessary improvements. Fifteen items from the 2010 FedView Survey provide information on the status of your agency's appraisal program. Table 4 compares your agency's 2008 and 2010 results with Governmentwide results for the items in the PAAT.

TABLE 4 Performance Appraisal Assessment Tool Items – Positive Responses

	Percent Positive		
	2008	**2010**	G'wide
Alignment			
12. I know how my work relates to the agency's goals and priorities.	87	**87**	84
56. Managers communicate the goals and priorities of the organization.	62	**64**	64
Results			
30. Employees have a feeling of personal empowerment with respect to work processes.	44	**42**	48
16. I am held accountable for achieving results.	81	**84**	84
Credible Measures			
31. Employees are recognized for providing high quality products and services.	—	**43**	51
Differentiate Levels of Performance			
24. In my work unit, differences in performance are recognized in a meaningful way.	32	**34**	36
Consequences Based on Performance			
25. Awards in my work unit depend on how well employees perform their jobs.	40	**40**	44
65. How satisfied are you with the recognition you receive for doing a good job?	47	**50**	52
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	33	**29**	31
Employee Involvement			
63. How satisfied are you with your involvement in decisions that affect your work?	50	**50**	55
Feedback Process			
44. Discussions with my supervisor/team leader about my performance are worthwhile.	56	**58**	62
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	—	**59**	61

TABLE 4 Performance Appraisal Assessment Tool Items – Positive Responses (cont'd)

	Percent Positive		
	2008	**2010**	G'wide
Training and Competency Development			
1. I am given a real opportunity to improve my skills in my organization.	64	**64**	66
Assessment and Guidance			
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	63	**63**	64
Purpose of Performance Management			
15. My performance appraisal is a fair reflection of my performance.	64	**70**	68

PRIVATE SECTOR COMPARISONS

Agency item comparisons to private sector results

Compared to the private sector, Federal employee responses are equivalent on employees liking their work, feeling a sense of personal accomplishment and having an opportunity to improve skills. But responses are much lower than private sector on getting information from management, opportunity for a better job, and training received. You can compare a subset of your agency's 2010 FedView Survey results with similar assessments collected from employees performing a wide range of jobs in a set of large private sector companies, primarily in the U.S. Positive responses for your agency and the private sector are presented in the table below for 14 items appearing in the 2010 FedView survey. Where indicated below, in Table 5, four survey items had slightly different wording in the private sector.

TABLE 5 Private Sector Comparison – Positive Responses

	Percent Positive		
	VA	Private Sector	Difference
1. **FedView** – I am given a real opportunity to improve my skills in my organization. **Private Sector** – I am given a real opportunity to improve my skills in the company.	64	65	-1
2. I have enough information to do my job well.	74	77	-3
3. I feel encouraged to come up with new and better ways of doing things.	56	73	-17
4. My work gives me a feeling of personal accomplishment.	79	76	3
5. I like the kind of work I do.	90	86	4
20. The people I work with cooperate to get the job done.	70	82	-12
52. Overall, how good a job do you feel is being done by your immediate supervisor/ team leader?	62	74	-12
63. How satisfied are you with your involvement in decisions that affect your work?	50	58	-8
64. **FedView** – How satisfied are you with the information you receive from management on what's going on in your organization? **Private Sector** – How satisfied are you with the information you receive from management on what's going on in the company?	51	65	-14
65. How satisfied are you with the recognition you receive for doing a good job?	50	55	-5
67. **FedView** – How satisfied are you with your opportunity to get a better job in your organization? **Private Sector** – How satisfied are you with your opportunity to get a better job in this company?	39	53	-14
68. How satisfied are you with the training you receive for your present job?	56	66	-10
69. Considering everything, how satisfied are you with your job?	73	75	-2
71. **FedView** – Considering everything, how satisfied are you with your organization? **Private Sector** – Considering everything, how would you rate your overall satisfaction with the company at the present time?	61	71	-10

DECISION AID

Moving from results to action

The next set of tables provides key information, presented in item order, to help your agency decide where to focus its action planning efforts. According to the rules of thumb described earlier, results are displayed in green, red, or blue.

For the first three columns pertaining to your agency, if an item is 65 percent positive or higher, this result is displayed in GREEN (area of strength). If an item is 30 percent neutral or higher, this result is displayed in BLUE (area for more communication). If an item is 35 percent negative or higher, this result is displayed in RED (area of weakness).

The three columns under "Comparisons to % Positive" adhere to similar rules as above. In general, GREEN means your agency performed well (5 or more percentage points above the comparison), and RED means your agency did not perform as well (5 percentage points or more below the comparison). For example, if the Governmentwide average is -7, this result is displayed in red because it meets the rule of thumb of being 5 or more percentage points below the Governmentwide average (area of weakness).

Agencies should consider targeting items that show "red" results for action planning.

TABLE 6 Decision Aid

	2010 VA %			Comparisons to % Positive		
	Positive	Neutral	Negative	'08 VA	G'wide Average	Private Sector
My Work Experience						
1. I am given a real opportunity to improve my skills in my organization.	64	16	21	0	-2	-1
2. I have enough information to do my job well.	74	13	13	-3	+1	-3
3. I feel encouraged to come up with new and better ways of doing things.	56	18	26	-4	-4	-17
4. My work gives me a feeling of personal accomplishment.	79	9	11	+2	+4	+3
5. I like the kind of work I do.	90	7	3	+3	+4	+4
6. I know what is expected of me on the job.	83	10	7	—	+2	—
7. When needed I am willing to put in the extra effort to get a job done.	96	3	1	—	-1	—
8. I am constantly looking for ways to do my job better.	94	5	1	—	+2	—
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	47	14	39	-6	-3	—
10. My workload is reasonable.	54	17	29	-7	-5	—
11. My talents are used well in the workplace.	58	17	26	-8	-2	—

Note: 2008 percentages were recalculated to exclude Do Not Know/No Basis to Judge responses.

TABLE 6 Decision Aid (cont'd)

	2010 VA %			Comparisons to % Positive		
	Positive	Neutral	Negative	'08 VA	G'wide Average	Private Sector
12. I know how my work relates to the agency's goals and priorities.	87	10	3	0	+3	—
13. The work I do is important.	96	3	1	+1	+4	—
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	66	14	20	+2	-1	—
15. My performance appraisal is a fair reflection of my performance.	70	12	19	+6	+2	—
16. I am held accountable for achieving results.	84	12	4	+3	0	—
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	61	18	21	+6	-1	—
18. My training needs are assessed.	56	23	20	-2	+2	—
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	74	8	18	+4	+6	—
My Work Unit						
20. The people I work with cooperate to get the job done.	70	13	17	-11	-5	-12
21. My work unit is able to recruit people with the right skills.	45	23	32	-9	-1	—
22. Promotions in my work unit are based on merit.	28	26	45	-8	-7	—
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	24	47	-4	-2	—
24. In my work unit, differences in performance are recognized in a meaningful way.	34	27	39	+2	-2	—
25. Awards in my work unit depend on how well employees perform their jobs.	40	21	39	0	-4	—
26. Employees in my work unit share job knowledge with each other.	75	12	13	-3	+2	—
27. The skill level in my work unit has improved in the past year.	57	26	17	-3	+1	—
28. How would you rate the overall quality of work done by your work unit?	78	18	3	-6	-4	—
My Agency						
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71	18	11	-4	-1	—
30. Employees have a feeling of personal empowerment with respect to work processes.	42	26	32	-2	-6	—
31. Employees are recognized for providing high quality products and services.	43	24	33	—	-8	—
32. Creativity and innovation are rewarded.	36	27	37	-2	-5	—

Note: 2008 percentages were recalculated to exclude Do Not Know/No Basis to Judge responses.

TABLE 6 Decision Aid (cont'd)

	2010 VA %			Comparisons to % Positive		
	Positive	Neutral	Negative	'08 VA	G'wide Average	Private Sector
33. Pay raises depend on how well employees perform their jobs.	22	25	53	-3	-4	—
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56	27	17	-9	-2	—
35. Employees are protected from health and safety hazards on the job.	73	14	13	-5	-3	—
36. My organization has prepared employees for potential security threats.	72	18	11	+1	-4	—
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	45	27	29	-3	-6	—
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	61	22	18	-1	-5	—
39. My agency is successful at accomplishing its mission.	72	19	10	—	-6	—
40. I recommend my organization as a good place to work.	70	19	11	+1	0	—
41. I believe the results of this survey will be used to make my agency a better place to work.	50	27	23	—	+5	—
My Supervisor/Team Leader						
42. My supervisor supports my need to balance work and other life issues.	68	17	16	-1	-8	—
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	58	19	23	—	-8	—
44. Discussions with my supervisor/team leader about my performance are worthwhile.	58	17	25	+2	-4	—
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	61	23	16	—	-4	—
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	59	19	23	—	-2	—
47. Supervisors/team leaders in my work unit support employee development.	59	19	22	-1	-7	—
48. My supervisor/team leader listens to what I have to say.	68	15	18	—	-7	—
49. My supervisor/team leader treats me with respect.	74	11	15	—	-6	—
50. In the last six months, my supervisor/team leader has talked with me about my performance.	73	12	15	—	-3	—
51. I have trust and confidence in my supervisor.	62	17	21	+1	-5	—
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	62	22	16	-1	-6	-12

Note: 2008 percentages were recalculated to exclude Do Not Know/No Basis to Judge responses.

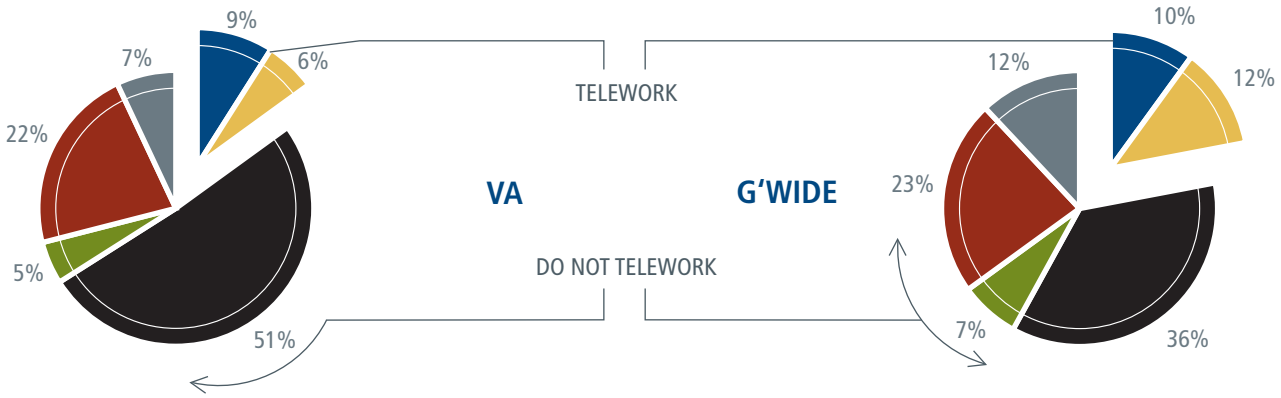
TABLE 6 Decision Aid (cont'd)

	2010 VA %			Comparisons to % Positive		
	Positive	Neutral	Negative	'08 VA	G'wide Average	Private Sector
Leadership						
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	41	31	28	+2	-3	—
54. My organization's leaders maintain high standards of honesty and integrity.	50	28	23	+6	-6	—
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	57	26	17	-8	-7	—
56. Managers communicate the goals and priorities of the organization.	64	21	15	+2	0	—
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	63	24	13	0	-1	—
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	50	26	24	-6	-4	—
59. Managers support collaboration across work units to accomplish work objectives.	52	27	22	—	-6	—
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/ team leader?	53	26	21	—	-4	—
61. I have a high level of respect for my organization's senior leaders.	53	23	24	+2	-3	—
62. Senior leaders demonstrate support for Work/Life programs.	49	27	25	—	-6	—
My Satisfaction						
63. How satisfied are you with your involvement in decisions that affect your work?	50	23	27	0	-5	-8
64. How satisfied are you with the information you receive from management on what's going on in your organization?	51	19	30	+4	0	-14
65. How satisfied are you with the recognition you receive for doing a good job?	50	17	33	+3	-2	-5
66. How satisfied are you with the policies and practices of your senior leaders?	41	29	30	+1	-4	—
67. How satisfied are you with your opportunity to get a better job in your organization?	39	23	37	-4	-3	-14
68. How satisfied are you with the training you receive for your present job?	56	21	23	-1	0	-10
69. Considering everything, how satisfied are you with your job?	73	17	10	+3	+1	-2
70. Considering everything, how satisfied are you with your pay?	57	17	26	+2	-9	—
71. Considering everything, how satisfied are you with your organization?	61	23	16	+1	-1	-10

Note: 2008 percentages were recalculated to exclude Do Not Know/No Basis to Judge responses.

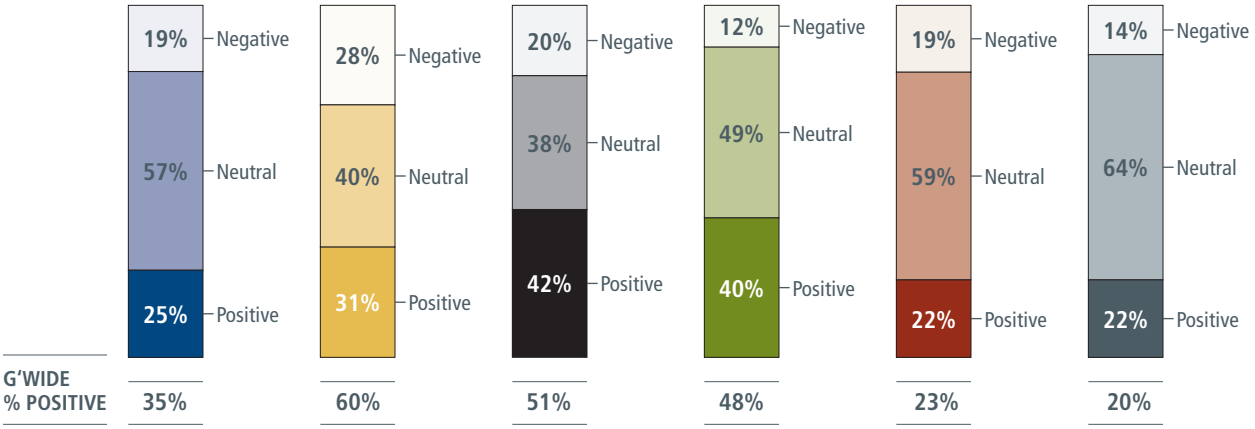
WORK/LIFE PROGRAMS

FIGURE 4 Your agency's teleworking situation (Question 72)



- I telework on a regular basis (at least one entire work day a week).
- I telework infrequently (less than one entire work day a week).
- I DO NOT telework because I have to be physically present on the job (e.g., Law enforcement officers, park rangers, security personnel).
- I DO NOT telework because I have technical issues (e.g., Connectivity, inadequate equipment) that prevent me from teleworking.
- I DO NOT telework because I am not allowed to, even though I have the kind of job where I can telework.
- I DO NOT telework because I choose not to telework.

FIGURE 5 How satisfied are you with the following work/life programs in your agency? (Questions 73-78)



- 73. Telework (Not including 2,187 No Basis to Judge responses)
- 74. Alternative work schedules (Not including 1,190 No Basis to Judge responses)
- 75. Health and wellness programs (Not including 627 No Basis to Judge responses)
- 76. Employee assistance program (Not including 890 No Basis to Judge responses)
- 77. Child care programs (Not including 1,303 No Basis to Judge responses)
- 78. Elder care programs (Not including 1,349 No Basis to Judge responses)

ACTION PLANNING

Examining and using your FedView survey results through action planning

The overall goal when reviewing your agency results is to determine what you can do to improve how your agency manages its workforce. Continuous improvement means monitoring progress, adapting constantly, and evaluating the impact of actions on your human capital management challenges. Action planning involves identifying goals for improvement, and making change happen.

The following simple steps for action planning guide you through using your FedView results to help your agency meet its strategic human capital management goals.

Step 1: Identify the issues

In the first step of action planning you review your survey results and conduct follow-up activities needed to clarify their meaning. You then communicate the results to your employees, and describe the issues your agency plans to address.

Review and reflect on the results

- Compare your agency's current results with previous results; note the items on which your agency has decreased the most since 2008 (Table 2).
- Compare your agency's results with Governmentwide results; note the items on which you scored lowest in comparison to the rest of the government (Table 3).
- Identify any Human Capital Assessment and Accountability Framework (HCAAF) indices on which you scored lower than the rest of the government (Figure 2).
- Consider how your results relate to priorities in your agency's strategic human capital plan.

Determine the follow-up activities needed to clarify issues

- Supplement survey findings with focus groups to collect more information.
- Seek clarification from employees or labor organizations to identify reasons for low scores.

Summarize and communicate your results

- Summarize and develop a description of issues your agency plans to address.
- Communicate both positive and negative results from the survey and follow-up activities to employees and all interested parties.

Step 2: Set goals

In the second step of action planning you develop goals for improvement.

Translate your issues into a manageable number of goals (1-4 goals recommended)

While developing your goals, consider:

- Which issues are the most critical for your agency?
- Which issues are related to the agency's strategic goals?
- Which issues will provide short-term visible results, measurable during the next survey administration?
- Which issues will require long-term change to meet agency goals?

Craft goals that are:

- Clearly defined with regard to target area of improvement, rationale for selecting that area, timeline for implementation, and who should be involved in the process.
- Reasonable in scope given any constraints on time, staffing, resources, and agency commitment.
- Measurable, including interim milestones to assess progress, and assuring advancement toward on-time completion.

Step 3: Identify your staff and budget resources

In the third step of action planning you pull together a team, and evaluate the time and resources available to you.

Assemble your team

- Be sure to include a variety of perspectives and skills.
- Consider staff members' interests and capabilities as they relate to working on particular aspects of your goals.

Identify resources available for this effort

- Consider how much time your team members will be able to commit.
- Consider the monetary resources needed both to reach your goals and to communicate your results.

Step 4: Develop the action plan

In the fourth step of action planning you break down the goals into actions to be accomplished, and assign them to responsible parties. You then seek necessary approvals for your action plan.

Hold meetings of the team that will develop the action plan. During the meetings:

- Clearly state the objectives associated with each goal.
- Brainstorm about different processes you might use to achieve your goals.
- Develop a concise list of actions you will take to achieve your goals.
- Organize the actions into a chronology, indicating which steps may be completed simultaneously, and which must be completed in sequence.
- Assign timeframes to each step, including start dates, end dates, and milestones along the way.
- Assign staff responsibilities for each step.
- Identify individuals (or groups of individuals) who will be affected by the proposed actions.
- Review the plan to ensure that it is both complete, and as streamlined as possible.

Get your action plan approved as necessary

Step 5: Implement the action plan

In the fifth step of action planning you publicize your plan within your agency, and launch the plan that will help you meet your agency's goals.

Communicate your plan

- Take steps to inform your agency staff about your action plan. Examples of communication activities include: all-hands meetings, small division meetings, and electronic announcements on your intranet or through email.
- Show top-level support for change.

Implement the Action Plan

- Ensure that your team is ready to begin the assigned steps toward your goals.
- Launch your plan!

Step 6: Monitor and evaluate the results of the implementation

In the sixth step of action planning, you monitor progress and evaluate outcomes of your action plan. You also provide regular feedback on progress and outcomes to managers and employees.

Monitor your implementation

- Decide how you will evaluate and document progress, and identify what metrics or outcome measures you will use.
- Identify the indicators of interim and final success, including specific improvement targets.
- Set a timeframe for monitoring and evaluation, including dates on which data will be collected.
- Identify any anticipated secondary effects of your efforts, either positive or negative, that should be monitored.
- Consider what your procedures will be if monitoring efforts indicate a need for adjustments to efforts or goals.

Provide feedback to managers and employees

- Communicate both progress toward goals and final results.
- Share successes in making changes.
- Consider establishing a working group or task force for continuous improvement monitoring.

APPENDIX A

Survey questions and benchmarks

Appendix A shows your agency's percent positive scores on all of items in the 2010 Federal Employee Viewpoint Survey (FedView), as well as the demographic responses. It also provides the following benchmark scores for comparison purposes:

- The highest, median, and lowest positive scores (benchmarks) from among the results for Departments and large agencies and small and large independent agencies with 800 or more employees.
- Note that these benchmarks are based on 43 agencies where Department of Defense was separated into Army, U.S. Army Corps of Engineers, Air Force, Navy, U.S. Marine Corps, and Other Defense.

The three benchmark scores for each item represent the agency that scored the highest for the item, the agency that scored the lowest, and the median score (the middle value among all 43 agency scores). If your agency had a positive rating of 86 percent for an item, and the benchmarks are 95 percent for high, 85 percent for median, and 75 percent for low, then you can conclude your agency is in the mid-range of agency scores for that item.

APPENDIX A Item Results and Benchmarks

	VA % Positive	2010 FedView Benchmarks % Positive		
	2010	High	Median	Low
My Work Experience				
‡1. I am given a real opportunity to improve my skills in my organization.	64	85	67	49
2. I have enough information to do my job well.	74	86	74	60
3. I feel encouraged to come up with new and better ways of doing things.	56	75	62	44
‡4. My work gives me a feeling of personal accomplishment.	79	81	75	67
‡5. I like the kind of work I do.	90	90	85	79
6. I know what is expected of me on the job.	83	86	80	71
7. When needed I am willing to put in the extra effort to get a job done.	96	99	97	95
8. I am constantly looking for ways to do my job better.	94	94	91	84
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	47	73	52	38
‡10. My workload is reasonable.	54	76	60	41
‡11. My talents are used well in the workplace.	58	70	60	49
‡12. I know how my work relates to the agency's goals and priorities.	87	92	84	77
‡13. The work I do is important.	96	96	91	83
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	66	85	68	51
‡15. My performance appraisal is a fair reflection of my performance.	70	85	69	61
16. I am held accountable for achieving results.	84	90	85	73
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	61	80	62	46
‡18. My training needs are assessed.	56	72	51	31
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	74	81	67	49

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX A Item Results and Benchmarks (Cont'd)

	VA % Positive	2010 FedView Benchmarks % Positive		
	2010	High	Median	Low
My Work Unit				
‡20. The people I work with cooperate to get the job done.	70	86	76	68
‡21. My work unit is able to recruit people with the right skills.	45	81	48	31
‡22. Promotions in my work unit are based on merit.	28	58	39	27
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	43	31	22
‡24. In my work unit, differences in performance are recognized in a meaningful way.	34	55	38	24
25. Awards in my work unit depend on how well employees perform their jobs.	40	63	46	34
26. Employees in my work unit share job knowledge with each other.	75	83	73	59
27. The skill level in my work unit has improved in the past year.	57	67	56	45
28. How would you rate the overall quality of work done by your work unit?	78	92	84	73
My Agency				
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71	86	74	56
‡30. Employees have a feeling of personal empowerment with respect to work processes.	42	69	48	33
31. Employees are recognized for providing high quality products and services.	43	78	54	39
‡32. Creativity and innovation are rewarded.	36	63	44	27
‡33. Pay raises depend on how well employees perform their jobs.	22	52	28	16
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56	81	59	45
‡35. Employees are protected from health and safety hazards on the job.	73	93	78	54
‡36. My organization has prepared employees for potential security threats.	72	86	76	48
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	45	70	53	37
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	61	81	67	49

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX A Item Results and Benchmarks (Cont'd)

	VA % Positive	2010 FedView Benchmarks % Positive		
	2010	High	Median	Low
39. My agency is successful at accomplishing its mission.	72	92	78	55
40. I recommend my organization as a good place to work.	70	87	70	49
41. I believe the results of this survey will be used to make my agency a better place to work.	50	72	46	34
My Supervisor/Team Leader				
‡42. My supervisor supports my need to balance work and other life issues.	68	90	79	68
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	58	80	68	56
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	58	75	63	55
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	61	79	67	55
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	59	73	61	53
‡47. Supervisors/team leaders in my work unit support employee development.	59	83	68	53
48. My supervisor/team leader listens to what I have to say.	68	86	76	68
49. My supervisor/team leader treats me with respect.	74	89	81	74
50. In the last six months, my supervisor/team leader has talked with me about my performance.	73	89	80	63
‡51. I have trust and confidence in my supervisor.	62	78	67	55
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	62	81	69	59
Leadership				
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	41	68	46	31
54. My organization's leaders maintain high standards of honesty and integrity.	50	78	57	41
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	57	80	66	51
‡56. Managers communicate the goals and priorities of the organization.	64	80	64	45
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	63	82	65	41
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	50	74	55	38

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX A Item Results and Benchmarks (Cont'd)

	VA % Positive	2010 FedView Benchmarks % Positive		
	2010	High	Median	Low
59. Managers support collaboration across work units to accomplish work objectives.	52	77	59	42
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	53	75	60	44
‡61. I have a high level of respect for my organization's senior leaders.	53	77	55	43
62. Senior leaders demonstrate support for Work/Life programs.	49	84	56	32

My Satisfaction

‡63. How satisfied are you with your involvement in decisions that affect your work?	50	72	54	41
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	51	73	51	34
‡65. How satisfied are you with the recognition you receive for doing a good job?	50	71	53	41
‡66. How satisfied are you with the policies and practices of your senior leaders?	41	68	46	31
‡67. How satisfied are you with your opportunity to get a better job in your organization?	39	60	41	28
‡68. How satisfied are you with the training you receive for your present job?	56	76	55	38
‡69. Considering everything, how satisfied are you with your job?	73	82	71	59
‡70. Considering everything, how satisfied are you with your pay?	57	82	70	57
71. Considering everything, how satisfied are you with your organization?	61	80	63	45

Work/Life

72. Please select the response below that best describes your teleworking situation. (See page 21)				
73-78. How satisfied are you with the following Work/Life programs in your agency?				
73. Telework	25	73	41	21
74. Alternative Work Schedules (AWS)	31	92	68	22
75. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	42	83	53	34
76. Employee Assistance Program (EAP)	40	69	50	26
77. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	22	52	23	9
78. Elder Care Programs (for example, support groups, speakers)	22	42	21	9

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX A Demographic Characteristics (Unweighted Data)

	2010 VA Percentages
79. **Where do you work?**	
Headquarters	32
Field	68
‡80. **What is your supervisory status?**	
Non-Supervisor	46
Team Leader	10
Supervisor	25
Manager	14
Executive	5
‡81. **Are you:**	
Male	50
Female	50
‡82. **Are you Hispanic or Latino?**	
Yes	6
No	94
‡83. **Please select the racial category or categories with which you most closely identify (mark as many as apply).**	
American Indian or Alaska Native	1
Asian	3
Black or African American	21
Native Hawaiian or Other Pacific Islander	< 1
White	71
Two or more races (Not Hispanic or Latino)	3
84. **What is your age group?**	
25 and under	< 1
26-29	3
30-39	12
40-49	28
50-59	42
60 or older	14
85. **What is your pay category/grade?**	
Federal Wage System (ex. WB, WD, WG, WL, WM, WS, WY)	4
GS 1-6	8
GS 7-12	41
GS 13-15	38
Senior Executive Service	4
Senior Level (SL) or Scientific or Professional (ST)	< 1
Other	5

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX A Demographic Characteristics (Unweighted Data) (Cont'd)

	2010 VA Percentages
86. **How long have you been with the Federal Government (excluding military service)?**	
Less than 1 year	1
1 to 3 years	13
4 to 5 years	8
6 to 10 years	17
11 to 14 years	9
15 to 20 years	13
More than 20 years	38
87. **How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?**	
Less than 1 year	2
1 to 3 years	18
4 to 5 years	11
6 to 10 years	21
11 to 20 years	21
More than 20 years	28
88. **Are you considering leaving your organization within the next year, and if so, why?**	
No	70
Yes, to retire	7
Yes, to take another job within the Federal Government	18
Yes, to take another job outside the Federal Government	2
Yes, other	3
89. **I am planning to retire:**	
Within one year	5
Between one and three years	11
Between three and five years	13
Five or more years	71

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX B

Trend Analysis: 2006 vs. 2008 vs. 2010 Results

This set of trend analysis tables displays your agency's positive results for each item for the last three survey administrations. The last column of the table indicates whether or not there were significant increases, decreases, or no changes in positive ratings from 2006 to 2008 (the first arrow in the pair) and from 2008 to 2010 (the second arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, symbols →↗ indicate there was no significant change in positive ratings from 2006 to 2008, but there was a significant increase in positive ratings from 2008 to 2010. Similarly, symbols ↘ → indicate there was a significant decrease from 2006 to 2008, but there no significant change in positive ratings from 2008 to 2010.

APPENDIX B Trend Analysis

	Percent Positive			Significant Trends
	2006	2008	2010	
‡1. I am given a real opportunity to improve my skills in my organization.	59	64	64	→→
2. I have enough information to do my job well.	73	77	74	→→
3. I feel encouraged to come up with new and better ways of doing things.	59	60	56	→→
‡4. My work gives me a feeling of personal accomplishment.	76	77	79	→→
‡5. I like the kind of work I do.	88	87	90	→↗
6. I know what is expected of me on the job.	—	—	83	NA
7. When needed I am willing to put in the extra effort to get a job done.	—	—	96	NA
8. I am constantly looking for ways to do my job better.	—	—	94	NA
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	48	53	47	→→
‡10. My workload is reasonable.	56	61	54	→↘
‡11. My talents are used well in the workplace.	61	66	58	→↘
‡12. I know how my work relates to the agency's goals and priorities.	85	87	87	→→
‡13. The work I do is important.	94	95	96	→→
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	64	64	66	→→
‡15. My performance appraisal is a fair reflection of my performance.	60	64	70	→→
16. I am held accountable for achieving results.	78	81	84	→→
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	54	55	61	→→

Note: 2008 percentages were recalculated to exclude Do Not Know/No Basis to Judge responses.
Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX B Trend Analysis (Cont'd)

	Percent Positive			Significant Trends
	2006	2008	2010	
‡18. My training needs are assessed.	55	58	56	→→
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	—	70	74	NA→
‡20. The people I work with cooperate to get the job done.	77	81	70	→↘
‡21. My work unit is able to recruit people with the right skills.	50	54	45	→↘
‡22. Promotions in my work unit are based on merit.	30	36	28	↗↘
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	32	33	29	→→
‡24. In my work unit, differences in performance are recognized in a meaningful way.	30	32	34	→→
25. Awards in my work unit depend on how well employees perform their jobs.	34	40	40	→→
26. Employees in my work unit share job knowledge with each other.	73	78	75	→→
27. The skill level in my work unit has improved in the past year.	55	60	57	→→
28. How would you rate the overall quality of work done by your work unit?	82	84	78	→→
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	73	75	71	→→
‡30. Employees have a feeling of personal empowerment with respect to work processes.	41	44	42	→→
31. Employees are recognized for providing high quality products and services.	—	—	43	NA
‡32. Creativity and innovation are rewarded.	36	38	36	→→
‡33. Pay raises depend on how well employees perform their jobs.	19	25	22	↗→
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	63	65	56	→↘
‡35. Employees are protected from health and safety hazards on the job.	77	78	73	→→
‡36. My organization has prepared employees for potential security threats.	74	71	72	→→
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	50	48	45	→→
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	64	62	61	→→
39. My agency is successful at accomplishing its mission.	—	—	72	NA
40. I recommend my organization as a good place to work.	65	69	70	→→

Note: 2008 percentages were recalculated to exclude Do Not Know/No Basis to Judge responses.
Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX B Trend Analysis (Cont'd)

	Percent Positive			Significant Trends
	2006	2008	2010	
41. I believe the results of this survey will be used to make my agency a better place to work.	—	—	50	NA
‡42. My supervisor supports my need to balance work and other life issues.	75	69	68	↘→
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	—	—	58	NA
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	50	56	58	→→
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	—	—	61	NA
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	—	—	59	NA
‡47. Supervisors/team leaders in my work unit support employee development.	59	60	59	→→
48. My supervisor/team leader listens to what I have to say.	—	—	68	NA
49. My supervisor/team leader treats me with respect.	—	—	74	NA
50. In the last six months, my supervisor/team leader has talked with me about my performance.	—	—	73	NA
‡51. I have trust and confidence in my supervisor.	59	61	62	→→
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	62	63	62	→→
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	39	39	41	→→
54. My organization's leaders maintain high standards of honesty and integrity.	46	44	50	→→
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	63	65	57	→↘
‡56. Managers communicate the goals and priorities of the organization.	58	62	64	→→
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	61	63	63	→→
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	54	56	50	→↘
59. Managers support collaboration across work units to accomplish work objectives.	—	—	52	NA
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	—	—	53	NA
‡61. I have a high level of respect for my organization's senior leaders.	48	51	53	→→

Note: 2008 percentages were recalculated to exclude Do Not Know/No Basis to Judge responses.
Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX B Trend Analysis (Cont'd)

	Percent Positive			Significant Trends
	2006	2008	2010	
62. Senior leaders demonstrate support for Work/Life programs.	—	—	49	NA
‡63. How satisfied are you with your involvement in decisions that affect your work?	53	50	50	→→
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	47	47	51	→→
‡65. How satisfied are you with the recognition you receive for doing a good job?	42	47	50	→→
‡66. How satisfied are you with the policies and practices of your senior leaders?	42	40	41	→→
‡67. How satisfied are you with your opportunity to get a better job in your organization?	36	43	39	↗→
‡68. How satisfied are you with the training you receive for your present job?	52	57	56	→→
‡69. Considering everything, how satisfied are you with your job?	67	70	73	→→
‡70. Considering everything, how satisfied are you with your pay?	53	55	57	→→
71. Considering everything, how satisfied are you with your organization?	55	60	61	→→

Note: 2008 percentages were recalculated to exclude Do Not Know/No Basis to Judge responses.
Items included on the Annual Employee Survey are noted by a double dagger (‡).

APPENDIX C

2010 Federal Employee Viewpoint Survey methodology

OPM conducted the 2010 Federal Employee Viewpoint Survey (formerly the Federal Human Capital Survey) to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. The Federal Employee Viewpoint Survey (FedView) is a tool that measures employees' perceptions of whether, and to what extent, conditions that characterizes successful organizations are present in their agencies. This survey was administered for the first time in 2002 and then repeated in 2004, 2006, 2008, and most recently in February/March of 2010. The survey provides general indicators of how well the Federal Government is running its human resources management systems. It also serves as a tool for OPM to assess individual agencies and their progress on strategic management of human capital, and gives senior managers critical information. OPM and agency managers will use the findings to develop policies and action plans for improving agency performance.

The survey

The 89-item survey included 11 demographic questions and 78 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 89 items in the questionnaire are grouped into eight topic areas that respondents see as they proceed through the survey: Personal Work Experiences, Work Unit, Agency, Supervisor/Team Leader, Leadership, Satisfaction, Work/Life, and Demographics. The demographic items include location of employment (headquarters vs. field), supervisory status, gender, ethnicity/race, age, pay category/grade, Federal employment tenure, and agency tenure. In addition, the survey includes items on intention to leave the organization, and plans to retire. There are 58 (non-demographic) items in common between the 2010 and 2008 surveys, 57 between the 2010 and 2006 surveys, and 55 between the 2010 and 2004 surveys. Fourteen of the questions also are used in private sector surveys and enable comparisons of Government employees' perceptions with those of private sector counterparts.

The sample

As was the case for each of the previous administrations of the survey, the 2010 survey was directed at full-time, permanent employees. OPM extended an invitation to all small and independent agencies, and 53 chose to participate in the survey effort. The survey was administered as a census to these agencies. The survey was also administered as a census to 13 Departments/large agencies, at the agencies' request.

The sample was designed to ensure representative survey results would be reported by agency/subagency and supervisory status (i.e., non-supervisors, supervisors, and executives) as well as for the overall Federal workforce.

Sample type

The sample was a probability sample; that is, each employee in the target population had a known, non-zero probability of selection. Probability sampling is a prerequisite to generalizing from survey respondents to the survey population.

Sampling frame

The sampling frame was the lists of employees from all agencies participating in the survey. Some agencies requested a census, that is, they wanted all of their employees invited to take the survey. The rest were sampled as described above. Employees were grouped into 1,066 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. A total of 549,124 employees were invited to participate from 82 agencies. These agencies comprise 97 percent of the executive branch workforce.

Data collection

Mode/method

The 2010 FedView Survey was a self-administered Web survey. OPM distributed paper versions of the survey to components of agencies that did not have electronic access.

Response rate

Of the 504,609 employees receiving surveys, 263,475 completed the survey for a Governmentwide response rate of 52 percent.

Data weighting

Data collected from 2010 FedView Survey respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data are likely to produce biased estimates of population statistics. The weights developed for the 2010 FedView Survey take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

Reported data

The percentages presented throughout the report are weighted data that are representative of the survey population of Federal employees and your agency's employees. Appropriate domain weights were applied to the answers of each respondent. This process did not change any answers; rather, it gave accurate relative importance to a respondent's answers, adjusting for over- and under-represented groups of respondents.

Data analysis

In performing statistical analyses for this report, OPM employed a number of grouping procedures to simplify presentations. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree), and a neutral category (Neither Agree nor Disagree).

Five items from the 2008 survey were reworded for the 2010 survey. The wording for one item (Q.28) was similar enough to allow comparison with previous years, but the other four were sufficiently different that they could not be included in trend analyses (Q.31, Q.43, Q.45, and Q.46).

We conducted analyses on all survey items for the various demographic categories. More detailed survey statistics are available in the published Federal Employee Viewpoint Survey Data volume for this survey and can be downloaded from OPM's Federal Employee Viewpoint Survey website: **www.FedView.OPM.gov.**

'Do Not Know' and 'No Basis to Judge' responses

This year, responses of No Basis to Judge/Do Not Know were removed before calculation of percentages. Previously all responses were included in the calculations. To ensure comparability, data from previous years were recalculated, removing No Basis to Judge/Do Not Know responses, before any calculations with prior survey data were carried out.

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